



14 May 2015

Official Information Request No. 9000135011
(Please quote this in any correspondence)

Mr K John Brown

Via email: fyi.org.nz

Dear Mr Brown

Local Government Official Information and Meetings Act 1987

Re: NewCore Project

I refer to your email, which we received on 13 April 2015, requesting the 2 most recent project reports for NewCore; the date this project started and the projected completion date; and the original budget authorised for the project and most recent cost to date.

The NewCore project was originally approved by the council's Strategy and Finance Committee in November 2012 with a budget of \$71 million. The project commenced in Quarter 1, 2013.

In November 2014, after a review of the project and reset period, the following amendments were made to the original scope and budget:

- a number of areas where the original business case assumptions were challenged or modified leading to the need for increased investment (\$60 million variance)
- an increase in the quality assurance and testing programme to meet best practice (\$13 million variance)
- ten fully funded IT projects outside of NewCore were transferred into NewCore to ensure efficiencies are maximised (\$20 million moved between budgets)
- efficiency savings found within the project (reduction of \$7 million)
- the programme was extended by 12 months
- future expenditure of some \$25 million was avoided. This was to be spent on transitioning to the SAP platform from current legacy Pathway solution.

The 20 November 2014 Finance and Performance Committee approved the rephrasing and increase of budget, revising the overall cost of NewCore to \$157 million. The revised budget is being met from within the existing council IT budget of \$500 million budget with no increase in money required in the overall council budget.

In December 2014 Auckland Council's Chief Operating Officer reported to the Audit and Risk Committee that the project would provide ongoing regular reporting through to the Finance and Performance committee on time, budget, scope and issues – with a planned 'go live' date of June 2016 for the first stage of its implementation, and a second stage in June 2017 was also noted.

The project team now reports to the Finance and Performance Committee on a quarterly basis aiding understanding for elected members, the public and council staff. The first quarterly report was delivered to the Committee in February 2015 and is available online, along with independent monitoring reports and an action log of actions taken based on the recommendations. You can find this on the council's [website](#). Further information regarding NewCore update releases can be found under [LGOIMA responses](#).

Please find attached the most recent project reports for the NewCore project:

- Status Report 10.04.2015
- NewCore Exec Steering Committee Update 23.04.2015
- Status Report 13.03.2015
- NewCore Exec Steering Committee Update 17.03.2015

Please note that some of the information has been withheld under section 7(2)(a) of the Act, to protect the privacy of natural persons.

If you have any further queries please contact me on 093010101, quoting Official Information Request No. 9000135011.

Should you believe Auckland Council has not responded appropriately to your request, you have the right by way of complaint, under section 27(3) of the LGOIMA, to apply to the Ombudsmen to seek an investigation and review of the decision.

Yours sincerely



Kate Macpherson
Information Advisor
Public Information Unit

Report Date	17/Apr/2015	Report Period	04/Apr/2015 - 10/Apr/2015
--------------------	-------------	----------------------	---------------------------

Project Details		Sentient #: 2870	
Project Name	10 - NewCore Programme		
Sponsor	Dean Kimpton	Delivery Phase	2. Initiaton (PRG)
Business Owner	Dean Kimpton	Estimated Start Date	11/May/2012
Project Manager	██████████	Estimated Finish Date	31/Oct/2017
Portfolio	AC IS Transformation	Programme	
Percent Project Complete	45	Percent Phase Complete	0

Status Overview for This Period

Programme (Amber)

- Business Working Group Fortnightly session held
- Programme management priorities outlined and refreshed weekly
- Project Managers meeting has been changed to focus on priorities and escalations
- External dependency register still needs work - will look to load into Sentient after alignment with IS
- Programme management - Programme Stand up - continues and a feedback session is to be carried out shortly
- Value stream alignment work continues with functional streams
- Data Governance Forum needs to continue. ██████████
- Recruitment is underway for EDRMS PM, Security Lead and Infra Lead
- P&C Project Manager recruitment - reference checks.

CLIC (Amber)

- CLIC standup progressing well
- 1 Online Blueprint left that will be signed off this week
- 1 Blueprint left that will be signed off this week
- Working with Hybris team to ensure alignment around dates - Working with Procurement to nail down rates for SoW
- SAP Geo.e remediation work is underway
- Next steps in place for ACC CRM, Contractor Interaction Exchange and BookIT.

P&C (Amber)

- Sprint 2 for Property underway
- Sprint 1 for Consents finished on 10/4/15
- Work is being done with the Consenting team to get them aware of the Agile approach and to align expectations
- eSpatial assessment of current GIS processes underway
- Discussion underway with SAP re SOW beyond end of lean blueprint looking at moving to a more appropriate risk/share balance as compared to just time and materials
- Recruitment for P&C Project manager in progress - reference checks underway.

PIPs (Amber)

- 3 Business workshops scheduled for week commencing 13/04/2015
- Working with business re issues around moving large numbers of documents in/o TRIM - being impacted on readiness of EDRMS team to discuss given review currently underway
- IUS Demo scheduled for next week
- Property File Viewer CR to be presented at NCCB next week
- PIP Blueprint is progressing to be completed by end of April 2015
- Work to be done with the GFMO team to ensure alignment around delivery.

CFM (Amber)

- Looking for resource to assist with project delivery role
- Constrained by CLIC dependencies - Working with CLIC and Program Management team to get this under control
- Some slippages occurred as the PM was away on leave. Work is being done to bring them back in line.

DATA MIGRATION (Amber)

- Data Load Cycle 2 completed
- 7 Key issues identified that need Data Governance input

Status Overview for This Period

- Profiling dashboard circulation underway - Business Leads to be taken through this then Business Owners
 - Impact assessment for Data Hub and SAP Environment CR is underway
 - Data redbook requirements are to be socialised with functional streams
 - Work is being done to clarify historic consents data migration scope
 - Work with leads to ensure the build/deliverables are in place for data migration.
- WIRED (Red)
- Recruitment underway for Infra Lead, Security Lead and EDRMS Project Manager
 - Waiting on dates for SAP PO Upgrade QA/Prod from IS
 - Task Force in place for EDRMS to get a 4-6 week outline of what activities need to be carried out
 - Development team making good progress. Still some uncertainty re P&C and potential impacts flowing on to CLIC. Currently forecasting an additional 2 resources will be require being CRM and ERP/PSCD/REFX.
- OCM/Testing/Deploy/Quality/PMO (Amber)
- Continue with testing work packages
 - GL4 Business Impact outlined and first overview carried out with PMs
 - Transport and release management process to be socialised with the NewCore Project Teams
 - Further Work is being done to assist firm up the overall programme plan.

Next Steps

- Programme
- Managing Programme Plan and incorporating detail where appropriate
 - Working on outlining the Gates and deliverables for the programme and projects
 - Help ██████████ to start operationalising data governance
 - Ensure focus across the projects on the SIT Milestone 03/08/2015
 - Address any resourcing / seating challenges (Hiring where required)
 - Consents/Property sprints progress
 - Finalise SoW with Hybris
 - Managing dependencies (Sybase, Hybris, BookIT, ACC CRM)
 - Working with EDRMS stream to ensure focus is on addressing EDRMS issue
 - All programme team meeting
 - Recruitment progressing.

Flags

Overall Status	Amber - At Risk	We are tracking to plan overall but until we have resolved and/or mitigated some key risks below we will remain amber. Focus is to ensure the team are focused on the overall timeframes and working with each other to deliver.
Cost	Green - On Track	
Risks	Amber - At Risk	Focus is ensuring all deliverables and constraints are being addressed. Key risks are being focused on.
Issues	Amber - At Risk	Key issues are being addressed with the respective projects.
Resources	Amber - At Risk	Recruitment challenges for P&C Project Manager role, Infra Lead role, Security Lead role & EDRMS PM role.
Time	Amber - At Risk	Quality of plan is significantly improved and reviewed/updated on a weekly basis. Still amber as we assess the progress of the "sprints" for Property and Consents.
Scope	Green - On Track	
Milestones	Green - On Track	
Dependencies	Amber - At Risk	Large volumes of dependencies within the programme are being managed. External dependency register is helping to manage external dependencies. New dependencies are coming to light from other areas.
Key: Green - Meets or Exceeds expectation Amber - Partially off track Red - Does not meet expectation		

Key Risks (with controls)

ID	Description	Mitigation	Owner	Flag	Status
7137	There is a risk of mismatch of business expectation around data quality at the time of Go Live.	Data Governance Forum is a key role here to set standards and make key decisions. A decision needs to be made on business ownership and scope of activities around data quality / cleansing. Linked to issue 216.	■■■■ ■■■■■	Green	Open
7139	There is a risk with the amount of activity occurring that other projects will significantly impact on NewCore. Known is Digital, Value for Money, Sharepoint upgrade	Work with the other known programmes to understand what they are planning. Develop and share an external dependency register with those parties. Raise risk at steering committee.	■■■■ ■■■■■	Amber	Open
7140	After Lean Blueprint will we have enough time for sprints - Programme critical path impacted and/or potential increases in the cost model	Early in Lean Blueprint assess the risk of this and plan accordingly. Consider starting sprints early and staggering these. Look at options to prioritise and stage the release of P&C into SIT	■■■■ ■■■■■	Green	Open

Key Issues

ID	Description	Issue Update	Owner	Flag	Status
7135	Change in behaviour required across and within all teams re the need to deliver to the new integrated programme plan and what is now required given the level on inter-dependencies across the project teams.	17/4 ■■■ - Continue to reinforce through whole of team meetings and other forums. Daily stand ups continue to grow in their use. 24/3 ■■■: Work is being done to restructure teams to ensure the skillset and people are aligned to the right sort of work to ensure best results. Daily stand up are being introduced to assist with focus and delivery. 13/3 ■■■ - introducing some elements of agile across the programme - stand up meetings daily. Also reviewing some structural improvements. 2/3/15 ■■■ - The team are being focused on delivering and the overall and further clarity is being provided around workpackages 25/2 ■■■ - Continue to reinforce. Monthly whole of team meetings scheduled to begin in March. 30/1 ■■■ - Continue to drive and reinforce values thru recognition at team monthly team meeting. Some new and more visible measures on progress to be displayed. 19/12 ■■■ - Values/principals covered in whole of team meeting on 11 December. Continue to drive	■■■■ ■■■■■	Amber	Open
7141	The EDRMS project have had challenges around standardising requirements across the programme. This resulted in varying qualities and levels of detail in designs. As a result of reviewing these designs it was evident that an enterprise view had to be taken to to implement EDRMS.	13/4 ■■■: Focus group in place. High level problem statement and approach to addressing these to be outlined by 15/04/15. 7/4 ■■■: Work is being done to get a focus group to address EDRMS deliverables. 31/3 ■■■: EDRMS Concept paper approved by TRB. 24/3 ■■■: EDRMS Concept paper presented to NewCore architects and TRB this week. 13/3 ■■■ - EDRMS Architect on board, Working with SAP to carry option finalisation, Work is being done to finalise the design with engagement of	■■■■■	Red	Open

Key Issues

		IS EDRMS Team and Enterprise Architects		
--	--	---	--	--

Key: **Green**- Low Risk / Issue

Amber – Medium Risk / Issue

Red – High Risk / Issue

Key Milestones

Milestone Name	Forecast Date	Actual Date	Variance	Status
Design to Build - P&C	31/Mar/2015	31/Mar/2015	0	Complete
Build to Test	03/Aug/2015		0	Green
Test to Deployment	02/May/2016		0	Green
Production System Live	06/Jun/2016		0	Green
Handover to Operations	05/Sep/2016		0	Green

Benefits

Name	Owner	Type	Forecast	Measure End Date	Comment

Change Control

ID	Change Name	Description	Status	Owner	Change Type
2615	Capital Deferral FY14/15	CR to defer \$2.0m of capex from fiscal year 14/15 to fiscal year 15/16	0. In Progress		Budget Change

Project Actions

Name	Description	Status	Priority	Assigned to	Due Date

NewCore Programme

Executive Steercom Update –

23 April 2015



Agenda

- Status update
 - Issues/Risks
 - Gates
 - Financial
- NewCore Scope
 - Value streams
 - Requirements and traceability
 - What is June 16
- AOB

NewCore Programme - Status Update

Please see separate attachment

NewCore Key Risks and Issues

#	Detail	Who	Date	Update
R288 7140	Having enough time to deliver post blueprints completion.	█	24/4	13/4 █: Progressing as expected. 7/4 █: Working through this with SAP. Agile approach focuses on delivering aligned to blueprints to ensure iterative learning and build activities.
R304 7137	Mismatch of business expectation around data quality at the time of Go Live.	█	5/5	15/4 █: Met with █ and █ to agree next steps. Will use the DG forum. 7/4 █: █ working with █ to mobilise the DG Forum.
R313 7138	Bylaw changes – risk of changes occurring too late to be reflected within the NewCore solution	█	30/4	13/04/15 █: Further discussions held with █ confirming approach to changes post 31 March.
R339 7139	External projects impacting on NewCore	█	24/4	13/4 █: P - Work is being done with IS PMO to outline dependencies in Sentient to address this 13/3 █: - current greatest concern is understanding the potential new valuing application.
I194 7135	Change in behaviour required across and within all teams re the need to deliver to the new integrated programme plan and what is now required given the level on inter-dependencies across the project teams.	█	15/5	17/4 █: - Continue to reinforce through whole of team meetings and other forums. Daily stand ups continue to grow in their use. 24/3 █: Work is being done to restructure teams to ensure the skillset and people are aligned to the right sort of work to ensure best results. Daily stand up are being introduced to assist with focus and delivery.
I200/I209 7141	EDRMS design not finalised. The EDRMS project have had challenges around standardising requirements across the programme. This resulted in varying qualities and levels of detail in designs. As a result of reviewing these designs it was evident that an enterprise view had to be taken to implement EDRMS.	█	20/4	13/4 █: Focus group in place. High level problem statement and approach to addressing these to be outlined by 15/04/15. 7/4 █: Work is being done to get a focus group to address EDRMS deliverables.



NewCore Gates – June 2016

Gate	Baseline Date	Progress	Comments
Design to Build	30 March 2015	Complete	Signed off by respective BWG owner. We are in the process of finalising QA Gate process which we will then apply to this.
Build to Test	3 August 2015	Tracking	Most build activity complete to enable start of integration testing Test plans and scripts complete Change impact assessment complete Training needs analysis complete Cutover strategy for June 16 prepared
Test to Deployment	2 May 2016		Integration, rates cycle, UAT, Performance tests complete Test acceptance criteria achieved Training material ready Training scheduled
Production System Live	6 June 2016		Go live readiness report – go/no-go criteria covering people, process and technology readiness. Will use an agreed set of criteria with the key stakeholders.
Commence June 17 Rollout	11 July 2016		Formal decision based on success of June 16 go live
Handover to Operations	5 September 2016		Handover to BAU acceptance criteria achieved. Operation support handover documentation Knowledge transfer complete Post implementation review completed.

Financials – Fiscal Year Analysis to Complete

NewCore Financial Summary

ANALYSIS BY FISCAL YEAR & AT COMPLETION

To 31 Mar 2015

	FY 2014/15		Jul 15 - Jun 18		At Completion			
	Actuals	Budget	F'cast for year	Act to date	Budget	Forecast		
CRM, RFS and Licensing (CLIC)	4.65	5.96	5.96	4.50	7.79	7.79	18.40	18.40
Property, LIMs and Consents (PLC)	5.61	7.87	7.87	4.94	8.63	8.63	22.11	22.11
Customer Financial Mgmt (CFM prev R&B)	6.96	7.75	7.75	5.81	12.53	12.53	27.25	27.25
Information Management, EDW, Integration	5.45	12.76	12.76	8.03	15.93	15.93	34.13	34.13
EDRMS (Document Management)	1.43	0.52	0.52	0.52	0.00	0.00	1.95	1.95
Archive and Decommissioning	0.01	0.00	0.00	0.00	0.50	0.50	0.51	0.51
MCC Rates Migration	1.18	0.05	0.05	0.05	0.00	0.00	1.22	1.22
Testing	0.00	1.64	1.64	0.50	5.42	5.42	7.06	7.06
Data Migration	0.00	3.00	3.00	1.89	9.30	9.30	12.30	12.30
People & Change incl. training	0.00	0.36	0.36	0.08	3.94	3.94	4.30	4.30
Programme Mgmt	5.21	6.20	6.20	4.09	10.25	10.25	21.66	21.66
CAPEX TOTAL (excl contingency)	30.49	46.11	46.11	30.42	74.30	74.30	150.90	150.90
Contingency							0.00	0.00
CAPEX TOTAL (incl contingency)	30.49	46.11	46.11	30.42	74.30	74.30	150.90	150.90
OPEX	0.08	0.61	0.61	0.05	5.34	5.34	6.03	6.03
TOTAL CAPEX & OPEX	30.57	46.72	46.72	30.47	79.64	79.64	156.94	156.94

Pathway write-off

5.90

5.90

Net of Pathway write-off

24.57

151.04

151.04

Completing a cost reforecast for whole of programme in March – will now be done quarterly to align with F+P reporting

Financials – Programme to Date

NewCore Financial Summary

To 31 Mar 2015

	CURRENT MONTH			PROGRAMME TO DATE ANALYSIS			
	Current Month Only		F'cast last mth	Budget	Actuals	Programme to Date	
	Budget	Actuals				F'cast last mth	% compl. per schedule
CRM, RFS and Licensing (CLIC)	0.46	0.38	0.46	9.44	9.16	9.44	
Property, LIMs and Consents (PLC)	0.73	1.05	0.73	11.62	10.55	11.62	
Customer Financial Mgmt (CFM prev R&B)	0.56	0.46	0.56	13.10	12.77	13.10	
Information Management, EDW, Integration	1.53	1.39	1.53	14.58	13.47	14.58	
EDRMS (Document Management)	0.00	0.00	0.00	1.95	1.95	1.95	
Archive and Decommissioning	0.00	0.00	0.00	0.01	0.01	0.01	
MCC Rates Migration	0.00	0.00	0.00	1.22	1.22	1.22	
Testing	0.25	0.20	0.25	0.62	0.50	0.62	
Data Migration	0.52	1.18	0.52	1.57	1.89	1.57	
People & Change incl. training	0.05	0.05	0.05	0.17	0.08	0.17	
Programme Mgmt	0.38	-0.11	0.38	10.04	9.29	10.04	
CAPEX TOTAL (excl contingency)	4.48	4.60	4.48	64.33	60.91	64.33	
Contingency							
CAPEX TOTAL (incl contingency)	4.48	4.60	4.48	64.33	60.91	64.33	
OPEX	0.03	0.00	0.03	0.20	0.14	0.20	
TOTAL CAPEX & OPEX	4.51	4.60	4.51	64.52	61.04	64.52	44%
Pathway write-off					5.90		
Net of Pathway write-off	4.51	4.60	4.51	64.52	55.14	64.52	44%
							1.13
							1.07

Note:

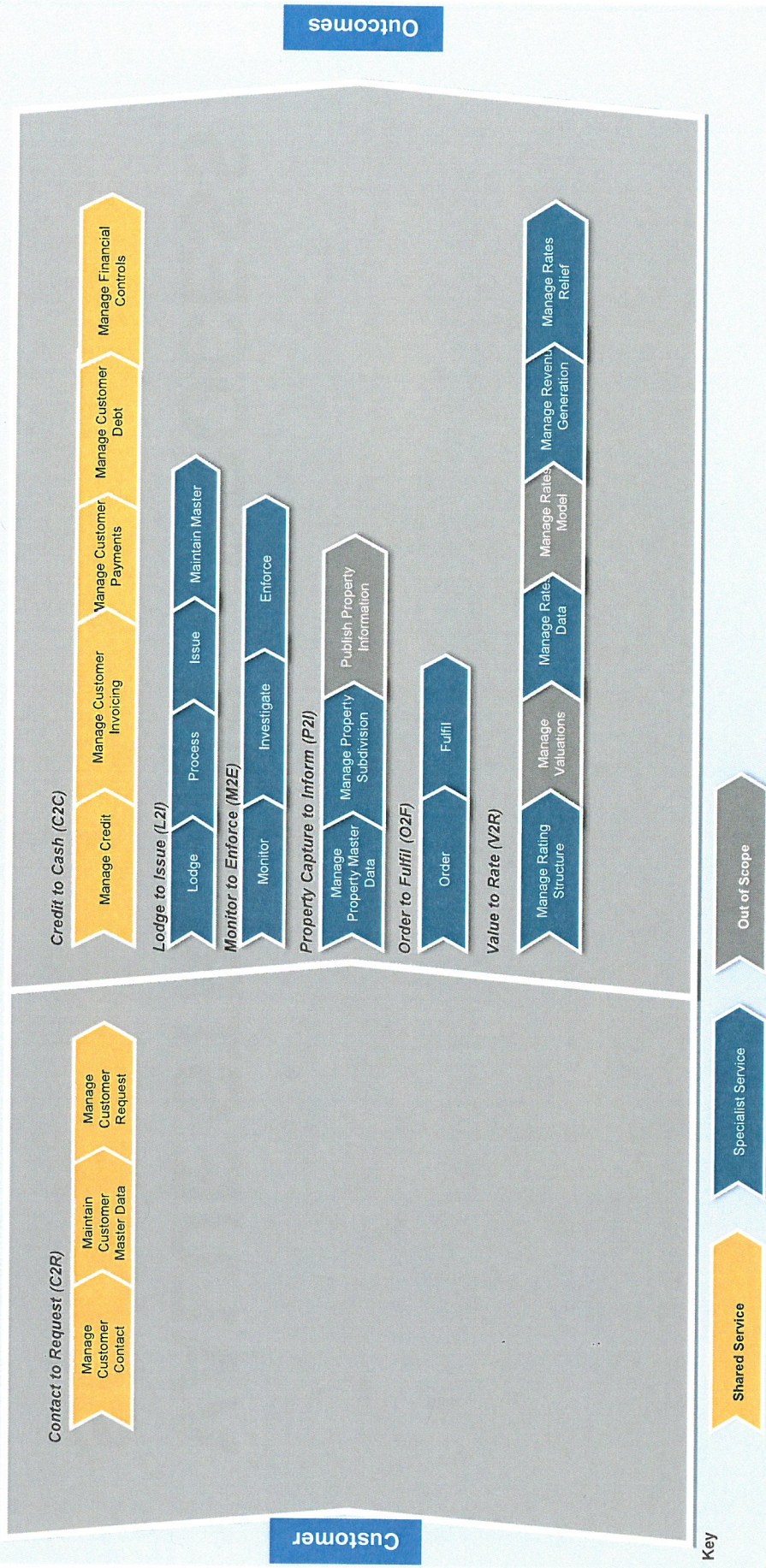
The impact of the Pathway write-off on actuals to date (Nov 14 adjustment of \$5.9m) has been shown at the bottom of the table

NEWCORE SCOPE



Auckland
Council

NewCore Process Architecture



VALUE STREAMS – PROCESS SCOPE



Auckland
Council

Value Streams

- **Contact to Request (C2R) value stream defines the customer contact processes:**
 - Identifies & records the customer, collects information about the customer and what relationship they have with Council and records what products/ services/ compliments/ complaints they require
- **Credit to Cash (C2C)**
 - where they have their credit application approved, a direct debit authority processed or pay an invoice through any of our available payment channels.
- **Lodge to Issue (L2I)**
 - where they may have an application for alcohol, food, dog or consent; it gets processed, we issue a licence and we have follow-up activities

Value Streams

- **Property Capture to Inform (P2I)**
 - the customer has moved efficiently through our value streams, C2R contact, L2I. lodged and processing a consenting application which requires a property sub-division property attributes and sub-division process
- **Value to Rate (V2R)**
 - the customer has the rating units assigned to the sub-division, we create some rates data, generate rates and the cycle will continue through C2C – to pay rates, C2R – to ask questions about rates
- **Order to Fulfil (O2F)**
 - when the customer decides to buy another property this value stream will supply a LIM or Property File Product, view property files at a Kiosk etc.

NewCore Requirements Traceability Approach

Requirement Management Aims

1. Requirement Completeness and Quality:

Confirm each individual requirement is correctly worded, correctly documented and captures all relevant information.

- Supports a design phase to be closed with visibility of the quality and completeness achieved.
- Establishes a clearly documented base of requirements for ongoing management as part of proper system design disciplines.
- Encourage efficient build activities through better visibility of design.

2. Requirement Traceability and BOG Sign-off:

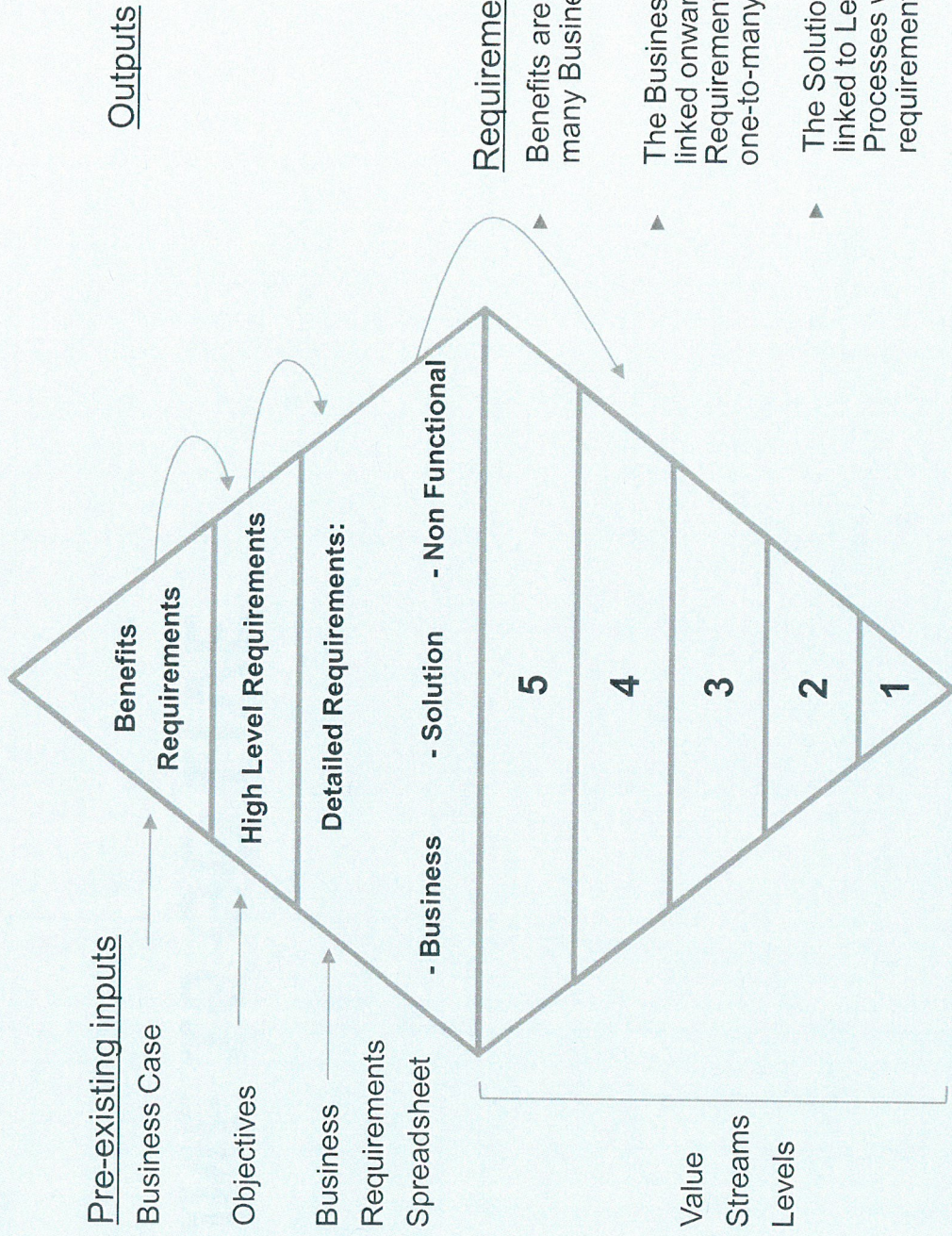
Validate the collection of requirements, in context of their relationship to the business case and value streams are suitable and relevant to Auckland Council.

- Produces a forward looking view that support
- Answers pressures to improve cost efficiency of NewCore through reuse, standardisation and simplification.
- Promotes on-going prioritisation of requirements.

DRAFT

Slide 14

Requirements Management Tool- Sparx EA



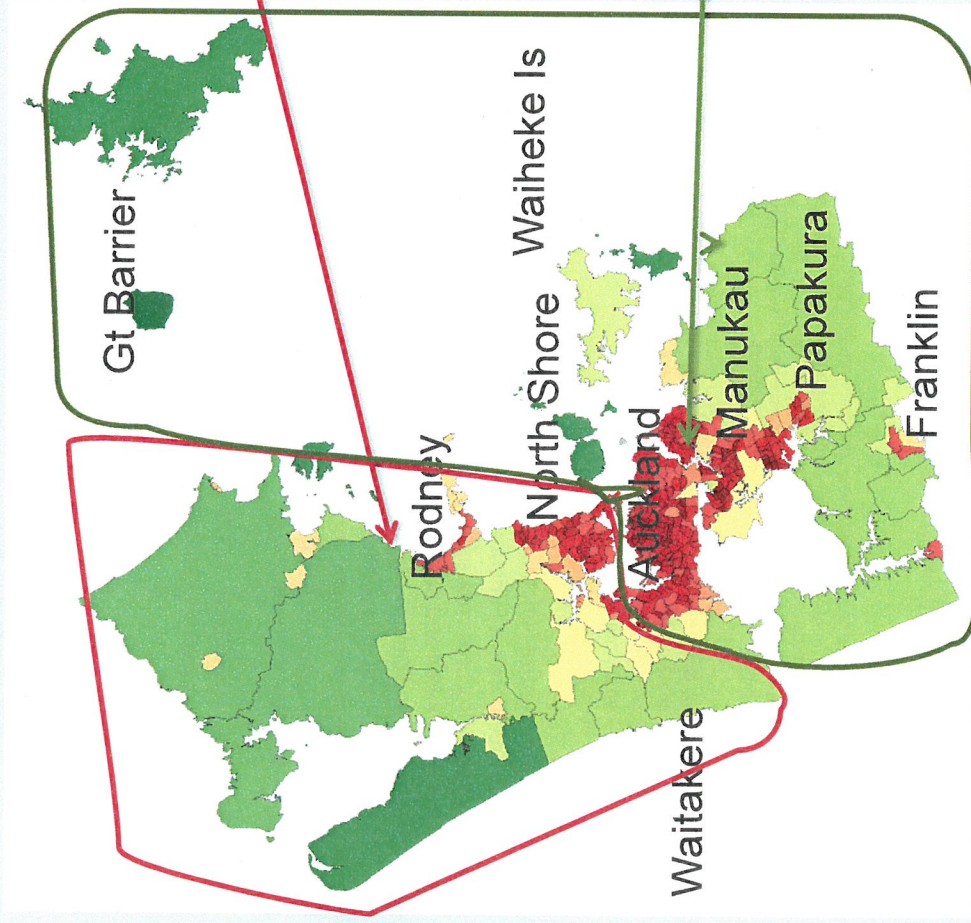
DRAFT

JUNE 16 GO LIVE



Auckland
Council

Delivery Model : Regional implementations



Summary

2016

- 6 June 2016
 - Rodney, Nth Shore & Waitakere Regions – All functions
 - 1 July 2016 – Rates functionality following Rates Strike for the above regions
- All existing functions provided by legacy ACC CRM system (*Subject to Change Request April 2015*) Includes *Stormwater*

2017

- 7 June 2017
 - Auckland City, Manukau, Papakura, Franklin & ARC Consents– All functions
 - 1 July 2017 – Rates functionality following Rates Strike for all remaining regions

What is being delivered for the Business: 2016

Rodney, Nth Shore & Waitakere Regions

- Cash Desk
 - FOH receipting system for NewCore Solution. (RCD, WCC & NSCC)
 - Away payments received for remaining legacy systems (24 hour delay – file upload - for payments to record in legacy systems)
 - Away payments received in legacy systems for NewCore Solution accounts will continue to be manually processed (3-5 days)
- All Licensing & Compliance Services processed in SAP CRM
 - Animal Management (including Henderson & Silverdale Animal Shelters)
 - Environmental Health
 - Alcohol Licensing
 - Bylaws
- Building Control Functions
- Resource Consent Functions
- Property Records created and maintained in SAP
- Rates managed and billed in SAP
- Invoicing and Debtor Management for all functions in SAP
- Property Products including LIMs
- Document Management including scanning into (RM8)
- Document Search & Retrieval of legacy documents from legacy doc management systems
- Customer interactions in SAP CRM
(Including Stormwater RFS Included in ACC CRM Change Request)
- On Line Services
 - Dog Re Registrations (Excluding Manukau – 2017)
 - Rates Payments
 - Infringement Payments
 - Ordering PIPs
 - Direct Debits and E-Rates
- Contractor Information Exchange (CIE)

Regional Functionality

- **Accounts Receivable**
 - All Invoicing and Debtor Management for the NewCore Regions which includes, Customer interactions, Resource Consents, Building Control and LCS services
 - Plus continue processing of existing legacy system transactions
- **Customer Interactions from ACC SAP**
 - Solid Waste
 - Graffiti
 - LGOIMA
 - Complaints
 - Parks Non maintenance
- **SAP CRM** available to all Customer Service staff region wide to service Rodney, Waitakere & Nth Shore Regional requests for services and information

User & Training Impact: 6 June 2016

Rodney, Waitakere & Nth Shore

Building Control
Rodney, Waitakere, Takapuna & Graham Street.

210 Staff

IS & Building Control
Property Products incl LIMS
Rodney, Waitakere, Takapuna

Staff
IS = 11
BC = 7

Resource Consents
Rodney, Waitakere, Takapuna & Graham Street.

275 Staff

Licensing & Compliance Services
Rodney, Waitakere, Takapuna & Silverdale Kennels

74 Staff

(IS) Records Management Teams
Rodney, Waitakere, Takapuna

38 Staff

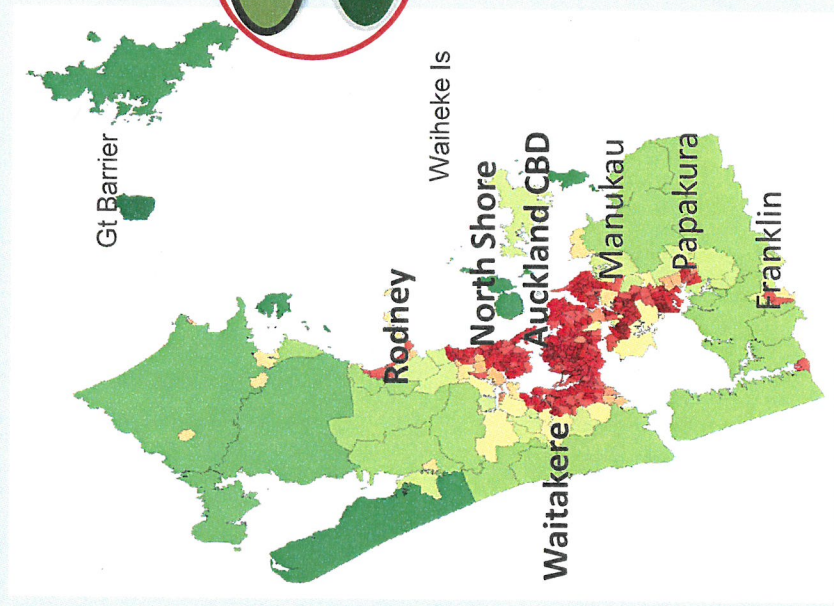
(IS) Service Desk
(IS) NAR & Property Teams
West 8 Staff / Nth 3 Staff / CBD 2 staff

50 Staff
13 Staff



AC "View Only" Users ???

CRM Council wide training if LIGIOMA CR is approved



Regional Impact

Accounting Services
Albert St CBD

140 Staff

- BNZ Bank for SAP Cash Desk deposits
- Rates & Billing
- All Accounts receivable functionality for RDC, WCC & NSCC Regulatory & Rates and region wide infringements, This includes invoicing, inwards payments debt management and credit management

One Plus Stormwater Project
Cut over from ACC CRM to NC CRM

275 Staff

Customer Services
CRM Regional Access
SAP Cash Desk- Rodney, Nth Shore & Waitakere
(Legacy Systems remain for all other regions)
SAP CRM for all customer interactions for Rodney, Waitakere & Nth Shore
Regional Services from ACC SAP CRM

350 Staff

6 Staff

Graffiti & Waste Mgt
33 Staff

7 Staff

Parks & Property
7 Staff

19 Staff

Democracy Serv / Local Board Serv
31 Staff

Data Migration : Customer & Property Records migrated to SAP for Rodney, Nth Shore & Waitakere Regions only

NewCore Training for 6 June / 1 July 2016 Implementation: Total numbers over 8 Sites = 1,270+ impacted staff

Dual Maintenance : Effective from June 2014 - June 2017 MCC Pathway / Hansen to support MCC Rates (Manukau NAR & property Teams)



AOB



**Auckland
Council**

Report Date	13/Mar/2015	Report Period	6/Mar/2015
--------------------	-------------	----------------------	------------

Project Details		Sentient #: 2870	
Project Name	10 - NewCore Programme		
Sponsor	Dean Kimpton	Delivery Phase	Blueprint
Business Owner	Dean Kimpton	Estimated Start Date	11/May/2012
Project Manager	██████████	Estimated Finish Date	31/Oct/2017
Portfolio	AC IS Transformation	Programme	
Percent Project Complete	40	Percent Phase Complete	40

Status Overview for This Period

Programme (Amber)

- Still working to complete the loading of budgets and forecasts. Progress is being made but still some open issues with the IS prj files
- Projects have started resource forecast for April - June 2015
- External dependency register updated - will look to load into Sentient as per IS request
- Significant improvement made to the structure of the programme plan re linkages especially across dependencies. The plan is in the final stages of being firmed up to ensure all the projects are aligned and the right level of details are captured.
- CRs are still coming through. Work is being done across the programme and business to clearly communicate that the scope is set and that no CR's should be coming through relating to Design. A more stringent CR process is in place (Minor/Major both need to carry out assessments). Design CR Freeze is in place
- Data Governance proposal will be socialised with BWG
- EDRMS Project manager appointment fell through. Looking at options to address this
- Working is being done to finalise Infrastructure/Security PM from IS.

CLIC (Amber)

- Blueprints - working with CS and LCS re final signed off on Friday 6/3/15 - Still have some gaps that need to be finalised
- Working through to finalise what NewCore will be able to commit to re Bylaws. After 31 March it will only be very simple changes.
- Hybris team in place. Work is being done to finalise dates and lock down SoW
- Some challenges being faced in the resourcing area due to Blueprint Design Walkthroughs
- SAP Geo.e remediation work still hasn't commenced- Working with SAP to finalised SoW.

P&C (Amber)

- First sprint (Property 0) completed successfully with handful of activities brought into Sprint 1
- Documented the "one view of property" requirements
- Consent process design workshops to be completed by 13/03/2015
- SoW is worked on with ██████████ to source a resource to perform a current state assessment of GIS integration points - NewCore cost is capped at \$25K
- Commenced initial discussion with SAP re SOW beyond end of lean blueprint looking at moving to a more appropriate risk/share balance as compared to just time and materials
- Task Based User Interface requirements finalised
- Consents First Sprint (Consents 0) to commence on 16/03/2015.

PIPs (Amber)

- Working with business re issues around moving large numbers of documents into TRIM - being impacted on readiness of EDRMS team to discuss given review currently underway
- PFP proposed solution architecture to be presented to TRB on 13/03/2015 (Friday)
- Online On-Account ordering to be incorporated into CLIC scope.

CFM (Amber)

- Constrained by CLIC activities - Working with CLIC and Program Management team to get this under control
- Management of dependencies across streams
- Finalised SoW with Hybris.

Status Overview for This Period

DATA MIGRATION (Amber)

- Finalised Data Migration Scope / Plan by 13/03/2015
- Work with leads to ensure the build/deliverables are in place for data migration.

WIRED (Amber)

- Hana upgrade progressing
- Development team making good progress. Still some uncertainty re P&C and potential impacts flowing on to CLIC. Currently forecasting an additional 2 resources will be require being CRM and ERP/PSCD/REFX
- Work is being done by P&C team to finalise approach aorund which technology layer will be used for 4 of the P&C interfaces with GIS solution
- SAP resource on board this week to review proposed design for EDRMS
- Error handling framework for integration ready to take to TRB this week
- SAP PO move to Sybase will have an impact on Integration - dates are not yet confirmed and working through the potential impacts and alternatives
- CR required to upgrade SAP PO to address an issue in SAP PO Landscape
- Key decision required around which technology layer will be used for integration around Hybris (Gateway Hub or SAP PO Gateway) - POC to be completed by 11/03/2015 (Wed)

OCM/Testing/Deploy/Quality/PMO (Amber)

- Continue with testing work packages
- Training lead role advertised
- Deployment strategy reviewed and feedback provided
- Further Work is being done to assist firm up the overall programme plan.

Next Steps

Programme

- Continue refining the overall plan
- Start working on April - June Budget Forecast
- Start operationalising data governance
- Ensure focus across the projects on the SIT Milestone 03/08/2015
- Address any resourcing / seating challenges
- Consents Sprints Commence next week
- Working through the Hybris dates and outlining gaps
- Working with BAU team to get a plan in place for SAP PO Dev upgrade
- Managing dependencies (Sybase, Hybris, BookIT, ACC CRM).

Flags

Overall Status	Amber - At Risk	We are tracking to plan overall but until we have resolved and/or mitigated some key risks below we will remain amber. Focus is to ensure the team are focused on the overall timeframes and working with each other to deliver.
Cost	Green - On Track	
Risks	Amber - At Risk	Focus is ensuring all deliverables and constraints are being addressed.
Issues	Green - On Track	
Resources	Green - On Track	
Time	Amber - At Risk	Quality of plan is significantly improved and reviewed/updated on a weekly basis. Still amber as we assess the progress of the "sprints" for Property and Consents
Scope	Green - On Track	
Milestones	Green - On Track	
Dependencies	Amber - At Risk	Large volume of dependencies within the programme are being managed. External dependency register is helping to mange external dependencies. New dependencies are coming to light from other areas.
Key: Green - Meets or Exceeds expectation Amber - Partially off track Red - Does not meet expectation		

Key Risks (with controls)					
ID	Description	Mitigation	Owner	Flag	Status
7137	There is a risk of mismatch of business expectation around data quality at the time of Go Live.	Data Governance Forum is a key role here to set standards and make key decisions. A decision needs to be made on business ownership and scope of activities around data quality / cleansing. Linked to issue 216.	██████████ ██████████	Green	Open
7138	There is a risk that business needs will change during the delivery time due to Bylaws Implementation.	Incorporate a check point with business to confirm requirements and factor in rework time Updated 16/12 (██████████): Collaborate with the FAT project to gain early visibility of timelines as these are made public. Also resources can be redeployed when & where necessary	██████████ ██████████	Amber	Open
7139	There is a risk with the amount of activity occurring that other projects will significantly impact on NewCore. Known is Digital, Value for Money, Sharepoint upgrade	Work with the other known programmes to understand what they are planning. Develop and share an external dependency register with those parties. Raise risk at steering committee.	██████████ ██████████	Amber	Open
7140	After Lean Blueprint will we have enough time for sprints - Programme critical path impacted and/or potential increases in the cost model	Early in Lean Blueprint assess the risk of this and plan accordingly. Consider starting sprints early and staggering these. Look at options to prioritise and stage the release of P&C into SIT	██████████ ██████████	Green	Open

Key Issues					
ID	Description	Issue Update	Owner	Flag	Status
7135	Change in behaviour required across and within all teams re the need to deliver to the new integrated programme plan and what is now required given the level on inter-dependencies across the project teams.	13/3 (██████████) - introducing some elements of agile across the programme - stand up meetings daily. Also reviewing some structural improvements. 2/3/15 (██████████) - The team are being focused on delivering and the overall and further clarity is being provided around workpackages 25/2 (██████████) - Continue to reinforce. Monthly whole of team meetings scheduled to begin in March. 30/1 (██████████) - Continue to drive and reinforce values thru recognition at team monthly team meeting. Some new and more visible measures on progress to be displayed. 19/12 (██████████) - Values/principals covered in whole of team meeting on 11 December. Continue to drive	██████████ ██████████	Amber	Open
7141	The EDRMS project have had challenges around standardising requirements across the programme. This resulted in varying qualities and levels of detail in designs. As a result of reviewing these designs it was evident that an enterprise view had to be taken to to implement EDRMS.	13/3 (██████████) - EDRMS Architect on board, Working with SAP to carry option finalisation, Work is being done to finalise the design with engagement of IS EDRMS Team and Enterprise Architects	██████████	Amber	Open

Key: Green- Low Risk / Issue Amber – Medium Risk / Issue Red – High Risk / Issue

Key Milestones

Milestone Name	Forecast Date	Actual Date	Variance	Status
Design to Build - P&C	31/Mar/2015		0	Green
Build to Test	03/Aug/2015		0	Green
Test to Deployment	02/May/2016		0	Green
Production System Live	06/Jun/2016		0	Green
Handover to Operations	05/Sep/2016		0	Green

NewCore Programme

Executive Steercom Update – 17
March 2015



**Auckland
Council**
To Kaitiaki o Tamaki-Makaurau

Agenda

- Status update
 - Issues/Risks
 - Gates
 - Financial
- SAP Report
- EY Report
- AOB
 - Digital update

NewCore Programme - Status Update (7/2/15 – 6/3/15)

Please see separate attachment

NewCore Key Risks and Issues

#	Detail	Who	Date	Update
R288 7140	Having enough time to deliver post blueprints completion.	█	20/3	11/03 █ - First sprint retrospective today. Will estimate run rate going forward and look at remaining sprints. All sprints are scheduled.
R304 7137	Mismatch of business expectation around data quality at the time of Go Live.	█	13/3	13/3 █ - Session went well with BWG. Now looking to operationalise and is being led by █
R313 7138	Bylaw changes – risk of changes occurring too late to be reflected within the NewCore solution	█	12/3	13/3: █ provided wording to █ for comms to business on scope freeze. New IBRIS manager is still creating CRs for new scope requirements in Pathway. Transferring ownership to █
R339 7139	External projects impacting on NewCore	█	20/3	13/3 █ - current greatest concern is understanding the potential new valuing application. 10/3 █ - Caught up at IS Managers meeting. Focus is on working with other initiatives and ensuring impact on NewCore is minimised.
I194 7135	Change in behaviour required across and within all teams re the need to deliver to the new integrated programme plan and what is now required given the level on inter-dependencies across the project teams.	█	27/3	13/3 █ - introducing some elements of agile across the programme - stand up meetings daily. Also reviewing some structural improvements. 2/3/15 █ - The team are being focused on delivering and the overall and further clarity is being provided around work packages
I200/I209 7141	EDRMS design not finalised. The EDRMS project have had challenges around standardising requirements across the programme. This resulted in varying qualities and levels of detail in designs. As a result of reviewing these designs it was evident that an enterprise view had to be taken to implement EDRMS.	█	20/3	13/3 █ - EDRMS Architect on board, Working with SAP to carry option finalisation, Work is being done to finalise the design with engagement of IS EDRMS Team and Enterprise Architects.

NewCore Gates – June 2016

Gate	Baseline Date	Progress	Comments
Design to Build	30 March 2015	On track	<p>Future state design complete for P&C Teams know what they need to build and ready to commence Change management plan updated to reflect future state design</p>
Build to Test	3 August 2015		<p>Most build activity complete to enable start of integration testing Test plans and scripts complete Change impact assessment complete Training needs analysis complete Cutover strategy for June 16 prepared</p>
Test to Deployment	2 May 2016		<p>Integration, rates cycle, UAT, Performance tests complete Test acceptance criteria achieved Training material ready Training scheduled</p>
Production System Live	6 June 2016		<p>Go live readiness report – go/no-go criteria covering people, process and technology readiness. Will use an agreed set of criteria with the key stakeholders.</p>
Commence June 17 Rollout	11 July 2016		<p>Formal decision based on success of June 16 go live</p>
Handover to Operations	5 September 2016		<p>Handover to BAU acceptance criteria achieved. Operation support handover documentation Knowledge transfer complete Post implementation review completed.</p>

Financials – Fiscal Year Analysis to Complete

NewCore Financial Summary

ANALYSIS BY FISCAL YEAR & AT COMPLETION

To 28 Feb 2015

	To start FY14/15	FY 2014/15			Jul 15 - Jun 18		At Completion	
		Actuals	Budget	F'cast for year	Act to date	Budget	Forecast	Budget
CRM, RFS and Licensing (CLIC)	4.65	5.96	5.96	4.12	7.79	7.79	18.40	18.40
Property, LIMs and Consents (PLC)	5.61	7.87	7.87	3.89	8.63	8.63	22.11	22.11
Customer Financial Mgmt (CFM prev R&B)	6.96	7.75	7.75	5.35	12.53	12.53	27.25	27.25
Information Management, EDW, Integration	5.45	12.76	12.76	6.43	15.93	15.93	34.13	34.13
EDRMS (Document Management)	1.43	0.52	0.52	0.73	0.00	0.00	1.95	1.95
Archive and Decommissioning	0.01	0.00	0.00	0.00	0.50	0.50	0.51	0.51
MCC Rates Migration	1.18	0.05	0.05	0.05	0.00	0.00	1.22	1.22
Testing	0.00	1.64	1.64	0.30	5.42	5.42	7.06	7.06
Data Migration	0.00	3.00	3.00	0.71	9.30	9.30	12.30	12.30
People & Change incl. training	0.00	0.36	0.36	0.03	3.94	3.94	4.30	4.30
Programme Mgmt	5.21	6.20	6.20	4.19	10.25	10.25	21.66	21.66
CAPEX TOTAL (excl contingency)	30.49	46.11	46.11	25.81	74.30	74.30	150.90	150.90
Contingency							0.00	0.00
CAPEX TOTAL (incl contingency)	30.49	46.11	46.11	25.81	74.30	74.30	150.90	150.90
OPEX	0.08	0.61	0.61	0.05	5.34	5.34	6.03	6.03
TOTAL CAPEX & OPEX	30.57	46.72	46.72	25.87	79.64	79.64	156.94	156.94

Pathway write-off

5.90

Net of Pathway write-off

19.97

Completing a cost reforecast for whole of programme in March – will now be done quarterly to align with F+P reporting

Financials – Programme to Date

NewCore Financial Summary

PROGRAMME TO DATE ANALYSIS

To 28 Feb 2015

CURRENT MONTH

	Current Month Only		F'cast last mth
	Budget	Actuals	

	Budget	Actuals	Programme to Date		CPI	SPI
			F'cast last mth	% compl. per schedule		

CRM, RFS and Licensing (CLIC)	0.36	0.30	0.36			
Property, LIMs and Consents (PLC)	0.69	0.52	0.69			
Customer Financial Mgmt (CFM prev R&B)	0.47	0.37	0.47			
Information Management, EDW, Integration	1.26	0.78	1.26			
EDRMS (Document Management)	0.00	0.06	0.00			
Archive and Decommissioning	0.00	0.00	0.00			
MCC Rates Migration	0.00	0.00	0.00			
Testing	0.17	0.13	0.17			
Data Migration	0.44	0.25	0.44			
People & Change incl. training	0.03	0.01	0.03			
Programme Mgmt	0.66	0.56	0.66			
CAPEX TOTAL (excl contingency)	4.09	3.01	4.09			
Contingency						
CAPEX TOTAL (incl contingency)	4.09	3.01	4.09			
OPEX	0.01	0.00	0.01			
TOTAL CAPEX & OPEX	4.10	3.01	4.10			

	8.98	8.78	8.98			
	10.89	9.50	10.89			
	12.54	12.31	12.54			
	13.05	11.87	13.05			
	1.95	2.16	1.95			
	0.01	0.01	0.01			
	1.22	1.22	1.22			
	0.37	0.30	0.37			
	1.05	0.71	1.05			
	0.12	0.03	0.12			
	9.67	9.40	9.67			
	59.85	56.30	59.85			
	59.85	56.30	59.85			
	0.17	0.14	0.17			
	60.01	56.44	60.01	39%	1.08	1.02

Pathway write-off

	5.90					
Net of Pathway write-off	4.10	3.01	4.10			

	60.01	50.54	60.01	39%	1.21	1.02
--	-------	-------	-------	-----	------	------

Note:

The impact of the Pathway write-off on actuals to date (Nov 14 adjustment of \$5.9m) has been shown at the bottom of the table

SAP Report



Auckland
Council

NewCore Programme – SAP Status Update 17th March 2015

Executive Summary

- We are very cognisant of the press the program continues to receive.
- This is a large transformation program delivering an extended footprint on SAP. SAP committed to the success. A need to review the engagement model to ensure the outcome is successful for both organisations.
- Agile methodology in P&C has been well received.
- Opportunity to review Council resource model. Pace of the program could be faster - lack of urgency still visible in some areas
- Replan / Reset has this addressed accountability/ ownership of the delivery ?
- Traditional program management methodologies prove to be not sufficient to manage transformation challenges. Some of the largest companies fail without having a transformation methodology. SAP discussion on BTM.

Work Stream Overall Summary

CLIC 2 x Resources

- Resource augmentation model delivering CRM skills
- Blueprints signed off by the business last week.

P&C 4 x FT Resource 8 x Part Time resources

- SAP led stream
- Agile methodology has been embraced by the project team. AC Business leads working well with the project team
- Lean Blueprint due for completion 31/03
- Some delays in on-boarding of resources in CRM area due to global shortage – addressed now with full team
- Realisation phase has commenced for Property and first Sprint completed – this is ahead of Blueprint being finalised
- SAP Custom Development involvement

CFM (R&B) 1 x FT Resource 2 x Part Time resources

- SAP no longer leading this stream – Council managing . SAP in a resource augmentation model
- Solution Build up to Integration Testing has been completed

MaxAttention

- P&C design reviews scheduled for April & June 2015
- NewCore program wide Technical Integration Check scheduled for July – this will involve 15 reviewers across the entire program. Scope and Planning now being finalised.
- BPPO & VTO service to be planned Aug/ Oct to align with SIT

Hybris (not part of NewCore) 1 x Part Time Resource

- Scope defined.
- SAP providing QA with a Hybris Architect
- Project being delivered by partners
- Need to ensure alignment with SAP roadmap for Public Sector

HANA Migration 1 x Resource

- Migration of SAP Business Suite and BW onto the HANA database
- 28/03 Go Live Delayed due to product defects identified by SAP Development with current release. Alternate options currently being investigated.
- Impact to Council – extend SAP change freeze , additional testing required

Possible HANA Use Cases for Auckland Council

- Suite on HANA – Migration underway
- BW on HANA – Migration underway
- SimpleFinance
- EDW on HANA
- New Apps
 - Valuation & Rates Modelling
 - Spatial Mapping Application
 - Asset Application
- Consumption Model – HAAS (Hana as a Service)

EY Report

- To be provided separately

AOB